

## Best Interest Justification for Sole-Source Period of Performance Extension of Existing Contract

### **Background**

In December 2016, a limited source justification procurement was conducted under which Cook Ross was awarded a contract to complete the following deliverables:

#### DELIVERABLE I

1. Review the DOJ's existing curriculum and instructor materials in order to assist in the design and implementation of an implicit bias training facilitation course to be provided to all DOJ law enforcement officers.
2. Provide recommendations regarding experiential learning activities for implicit bias training and the role of the Implicit Association Test (IAT) in training and facilitation related to the IAT.
3. Provide consultation and support on implicit bias matters to the DOJ throughout the term of the purchase order as requested by the DOJ program personnel.

#### DELIVERABLE II

1. The Contractor shall provide the content of a video not to exceed 60 minutes; a skilled presenter who will deliver the content; that will serve as an overview of implicit bias; and address the following learning objectives:
2. Identify key elements of implicit bias.
3. Understand scientific methods for measuring implicit bias.
4. Identify sources of implicit bias.
5. Identify conditions that increase the likelihood that implicit bias may influence federal law enforcement perceptions, decisions and actions.
6. Identify possible individual and organizational manifestations of implicit bias.
7. Identify possible individual and organizational impacts of implicit bias.
8. Identify measures and strategies that mitigate the manifestation of implicit bias.
9. Identify how this training is in alignment with DOJ's mission and the core values of its law enforcement agencies.

The contract was the result of a re-procurement following an unsuccessful contract awarded September 30, 2015 for this same project objective, under which it was estimated that services would have been completed by December 29, 2016. The contractor under the prior contract did not produce an acceptable final curriculum and did not conduct any training of facilitators (known in that contract as "train-the-trainer").

Under the replacement contract, Cook Ross has successfully completed DELIVERABLE II, and has been providing ongoing consulting services in accordance with Deliverable I. Deliverable I involves consulting services to support completion of a discrete task (see Deliverable I, paragraph 1 above), as well as ongoing consulting services to support the Department's implicit bias training program. The Department, with Cook Ross's assistance, has made progress toward completion of the task set forth in Paragraph 1, but it is not yet complete, and the Department has a requirement for continuing consulting services to assist it in completing that task. The Department also has an ongoing need for the other consulting services reflected in Deliverable I in support of the Department's implicit bias program. For the reasons explained below, I have determined that it is in the best interest of the government that the Department meet these requirements by extending the current Cook Ross contract's period of performance, instead of competing the requirement again. This will allow the incumbent, who is familiar with the implicit bias program and who has made substantial progress in assisting the Department in implementing it, to efficiently, seamlessly, and cost-effectively complete the task reflected in Paragraph 1, and continue providing the other ongoing consulting services reflected in DELIVERABLE I.

### **Best Interest Justification**

Under the current order, in accordance with Deliverable I, Cook Ross provided subject matter expertise in the development of a curriculum to be used by DOJ instructors to train DOJ facilitators to deliver implicit bias training. Cook Ross also worked with DOJ teams from FBI, ATF, USMS, and DEA to understand the work and needs of DOJ law enforcement. This allowed Cook Ross to collaborate with DOJ law enforcement to develop relevant and effective scenarios supporting the program's learning objectives for the facilitators to use in conjunction with the video Cook Ross produced per Deliverable II. Cook Ross also observed and provided feedback on the subject matter during the first three-day facilitator training course. DOJ still has a requirement to refine and complete the curriculum, using information gained through Cook Ross's delivery of the first facilitator course, so that it may be used in further trainings of facilitators. In addition, during the first three-day facilitator course, Cook Ross identified further steps and strategies necessary to train facilitators going forward.

Having been part of the initial design of the curriculum and the first facilitator training, Cook Ross is uniquely able to continue work on this project and support or conduct the training of facilitators. Using Cook Ross will be in the best interest of the government because they have gained insight into the learning objectives, training plan, approach to the subject matter, and delivery methods being used for this project. Continuing with Cook Ross would also further the Department's need for consistency in approach to this training. It would be costly, inefficient, and to some degree ineffective for the government to use another contractor going forward given the information gained by Cook Ross to date, including: through meetings and calls with DOJ law enforcement, by participating in the first three-day facilitator course, and in delivering the content of the video pursuant to Deliverable II.

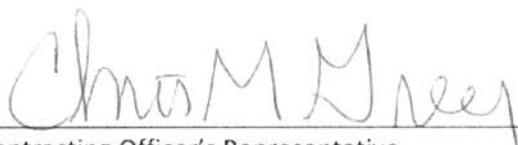
Therefore, for all of the above reasons, I conclude that extending the contract with Cook Ross as a sole source extension of its existing contract, rather than conducting a new competitive procurement, is in the best interest of the Government, as it will ensure timely, efficient, and cost-effective completion of this project.

Upon final close out of the unsuccessful contract issued in September of 2015, any funds remaining will be added to meet this object by the end of the contract performance period and current contract labor rates as follows:

- Project Leader @ \$650.00/hr.
- Project Manager @ \$450.00/hr.
- Learning & Innovation Specialist @ \$250.00/hr.

Christopher M Greer  
Contracting Officer's Representative

January 18, 2017  
Date

  
Contracting Officer's Representative

This request is approved in accordance with FAR at Subpart 13.106-1(b).

Michele B. Spencer  
Contracting Officer Name

1/18/2017  
Date

  
Contracting Officer Signature